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UNITED STATES DEPARTMENT OF AGRICULTURE
AGRICULTURAL RESEARCH ADMINISTRATION
BUREAU OF AGRICULTURAL AND INDUSTRIAL CHEMISTRY
Washington 25, D. C.

R-17042

November 19, 1948

BUREAU MEMORANDUM NO. 409

Changes in Administrative Personnel Organizational Reporting

TO ALL MEMBERS OF THE BUREAU STAFF

For a long period before I was appointed Chief of Bureau I had been conscious of the tremendous burden carried by that officer in the normal day-to-day operations of the Bureau's activities. The enormous amount of detail with which he was continually faced and the great number of decisions on details that were his responsibility dominated his time to such an extent so as to leave the Chief of Bureau, it seemed to me, without freedom for the discharge of primary functions of consideration and study of matters of broad policy, of research programs, and the thorough and continued appraisal of the capabilities of the Bureau's staff. It is on the latter, of course, that the vision with which our work is approached, the effectiveness of our research, and the rapidity with which projects are brought to successful fruition, depends.

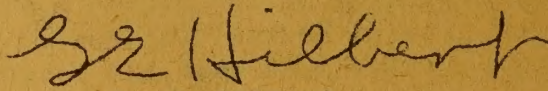
My appointment to the position of Chief of Bureau speedily confirmed my previous reactions, and, with the determination to assure the fullest possible opportunity for me to fulfill the primary functions of the office of Chief of Bureau, I have initiated a number of changes in our organizational reporting arrangements which it is believed will contribute markedly to improve the situation.

There have been heretofore not less than nineteen officers of the Bureau reporting directly to the Chief of Bureau, a number considerably in excess of that which an administrative officer ought normally have report directly to him. In the future, those who will report directly to the Chief of Bureau will be the three Assistant Chiefs of Bureau and the Directors of Regional Research Laboratories. Under this new plan each of the Directors of the Regional Research Laboratories also will serve for their respective regions as the Special Representative of the Chief of Bureau, and all Bureau Divisions, all projects within any one region, as well as of course the regional research laboratory staff itself, will report to that special representative of the Chief of Bureau.

For the Washington staff, Dr. Price, Mr. Groggins, Mr. von Loesecke, and Mr. Goss will report directly to Mr. Speh; Dr. Henry Stevens, Head of the Allergen Research Division, Dr. Fontaine, Head of the Biologically Active Chemical Compounds Division, Dr. Solowey, Acting Head of the Microbiology Research Division, and Mr. Senseman will report to Dr. Irving. Mr. Adams, Administrative Officer, Mr. Jack, Head of the Personnel Division, Miss

Preinkert, Head of the Administrative Services Division, and Mr. Teuton, Head of the Information Division, will report to Mr. Donovan, who of course will continue also to be responsible for the broad control of business operations throughout the field through the Business Managers of the regional research laboratories.

This first step in organizing to permit a more effective application of the energies of the Chief of Bureau to the primary functions of that office I am sure will be effective, and the cooperation of all members of the Bureau staff will aid materially in promoting the effectiveness of this arrangement. It is my plan to continue review of the functions of the offices of the Bureau to assure that everything is done that may be properly undertaken to facilitate the work of all members of the Bureau staff.



G. E. Hilbert
Chief of Bureau

